Num-ber	Statement of Improvement Idea	Subgroup	Disposition
1.	Allow contractors limited access to the Shared Data Warehouse to eliminate redundancy	Major Weapon Systems	In the "To-Be" environment, contractors will have access to a number of systems including SDW. Access will be controlled so a contractor will only see data on their contracts.
2.	Use Standard Electronic Funding Document to Establish Lines of Account	Major Weapon Systems	The "To-Be" model uses standard data elements from the Service/Agency financial management systems to establish lines of account within DCD. DCD and other systems may use lines of account, CLIN/SLIN, or reference numbers (see Item 3 below).
3.	Need ability to accommodate multiple obligations per CLIN/SLIN	Major Weapon Systems	After careful review, the "To-Be" process will not accommodate multiple obligations per CLIN/SLIN. Instead, contracting officers will have to develop informational SLINs. We realize this is additional work on COs but SPS can accommodate this easily. Allowing multiple obligations is onerous to other "To-Be" systems and creates too much potential for erroneous payments.
4.	Establish Funds Control Ledger to provide all financial account information – Life Cycle Accounting	Major Weapon Systems	The DCD will provide this capability in the "To-Be" environment.
5.	Funds Control Ledger implemented by service commands - Automated upfront loading of data - One time data entry - Services are responsible for identifying funds in the Ledger and checking availability - Ledger is accessible by all authorized users - DFAS pays bills when requested - DFAS keeps balance of accounts - Contract administrator reconciles accounts at contract closeout with	Major Weapon Systems	The DCD will provide this capability in the "To-Be" environment. NOTE: Reconciliation at closeout should be greatly simplified since reconciliation can occur throughout the procurement process as funds status changes (available, committed, obligated, accrued, expended) and on-line access is given to program managers, financial managers, and contracting officers.

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
	assistance from DCAA and DFAS		
6.	Electronic distribution and posting of solicitations • Single point of entry – SECURE • Universal access	Major Weapon Systems	The "To-Be" process model provides this capability through the DoD Business Opportunities website.
7.	Proposals submitted electronically via same point of entry as solicitations - SECURE • Electronic Evaluation capability • Electronically forward to DCAA, DCMC and other Government organizations, as required	Major Weapon Systems	The "To-Be" process model incorporates electronic proposal submissions. These proposal submissions can be through the DoD Business Opportunities website, other Service specific websites, or directly via e-mail or electronic media. Evaluation capability is included in SPS or Service-specific source selection tools and enhanced through workflow management tools to link in DCAA, DCMC, and other Government organizations, as required.
8.	SECURE, accessible, electronic contract award • Automated distribution and posting • Notifies Recipients of award • Updates funds ledger (obligation) • Updates organization files (DCMC and DCAA)	Major Weapon systems	Contract awards and modifications will be generated in SPS (or legacy procurement systems) and posted to EDA (PDF file transfer) and SDW (EDI 850/860). Notifications are the responsibility of business partner interfaces to EDA and SDW (i.e., daily polling). Industry will access the contract via EDA Extranet, SDW Extranet, or direct receipt of an EDI 850/860. DCD will receive the EDI 850/860 transaction and record the obligation in the central funds ledger.
9.	Automated modification updates • Shared files between PCO, ACO< and Industry	Major Weapon Systems	At present, it is unclear how SPS will share PCO and ACO modifications. We may end up with stand alone modifications posted to EDA, SDW and SPS in a shared contract folder. Industry will access the EDA Extranet or SDW. The SPS program office will continue to address this implementation issue

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
			during SPS development.
10.	Industry will use "shared" data to generate and electronically submit payment request	Major Weapon Systems	The "To-Be" process model allows Industry access to SDW to use shared data to generate and submit payment requests. SDW will provide information to WAWF to populate data fields in the payment request.
11.	Contract Administrator will authorize payment requests • Electronically routed through shipping, receiving, inspections, and acceptance (source and destination) and DCAA • Approval official certifies amount, fund cite(s), and withholds • Electronically forward to DFAS	Major Weapon Systems	The "To-Be" process model accommodates payment request acceptance via Wide Area Workflow. This application will route documents through shipping, receiving, inspection, and acceptance and forwards the "approval" to DFAS.
12.	DFAS calculates interest and discounts, cuts the check (EFT), and automatically updates the funds control ledger	Major Weapon Systems	The "To-Be" process model includes this capability using DCD, DPPS, and DSDS. DCD/DCW will provide a final status of funds to SPS for contract closeout purposes.
13.	On-line access to delivery and payment status	Major Weapon Systems	The "To-Be" process model includes access to "in-process" delivery status in Wide Area Workflow and online access to stored delivery and payment information in DCD.
14.	Universal digital signature/web security standard	Services	The "To-Be" process will require electronic authentication capability in various workflow management applications and systems. Access control to various databases will be a feature of the "To-Be" environment with appropriate security levels. Digital signature and web security procedures will be used where appropriate.
15.	DoD standardized minimum infrastructure • Throughput on the LAN/WAN • Bandwidth • System configuration	Services	The "To-Be" process model is a map of information flow. Although this implies infrastructure requirements, we are not defining specific system configurations or

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
			designs.
16.	DoD Standard for an approved electronic archiving system (electronic contract file)	Services	The "To-Be" process model includes an electronic transfer to central archives from SPS (for contract files) and DCD (for financial files).
17.	Capability to create electronic conformed contract in SPS	Services	There is a current requirement in SPS to provide this capability. ACO modifications might not be "conformed". See Item 9.
18.	Simplify contractor to Government electronic transfer of information - Security - Cost/price - Drawings - Certification - Payroll - Resumes - Progress info - CDRL deliverables	Services	The "To-Be" process model includes contractor information inputs to various Government systems and offices via electronic processes (EDI transactions, e-mail, www access, etc.).
19.	Electronic distribution of PNMs to DCAA, electronic results	Services	The "To-Be" process model includes this capability. The PNM will be generated in SPS and e-mailed to DCAA.
20.	Electronic distribution of agency report to GAO	Services	The "To-Be" process model includes this capability.
21.	Electronic distribution of Rule 4 file to ASBCA	Services	The "To-Be" process model includes this capability.
22.	Automatic population of DD350 and 1057 reporting within SPS	Services	The "To-Be" process model includes this capability. SPS will transfer award report data to Service/OSD specific reporting systems.
23.	Solve numbering, sequencing and processing of modification information between DFAS and Contracts	Services	Awards and modifications are automatically routed to DFAS in the "To-Be" process model using EDA, SDW, and EDI 850/860 transactions. SPS automatically sequences modification numbers.
24.	On-line congressional notification	Services	The "To-Be" process model includes an electronic congressional notification through

Number	Statement of Improvement Idea	Subgroup	Disposition
			Service/Agency Legislative Affairs or Public Affairs offices.
25.	SPS links to other databases to provide population and query functionality, including to and from the following: • Department of Labor (EEO and Wage Determination) • CCR/DUNS • Excluded Parties • Past Performance and Deficiency Reporting • SBA (8a, CoC, Coordination record) • CBDNet/Electronic Solicitations • Emalls • EDA	Services	The "To-Be" process model includes links from the contracting officer to databases, outside organizations, and other systems. Some of these links will be via SPS, while others will be through web-based applications or generic workflow tools. All of the links listed here (and others) are included in the "To-Be" process.
26.	Allow 8(a) competition at all $ levels	Services	The "To-Be" process model does not limit 8(a) competition. Suggest a request to change dollar thresholds and streamline procedures (if desired) be forwarded through procurement channels to Service/Agency acquisition executives.
27.	Update regulatory/statutory timeframes for electronic acquisition: • synopsis/solicitation turnaround • protests	Services	The "To-Be" process model will expedite the information exchange process. Requests for changes to statutory timeframes and policy for electronic procurements should be addressed to Service/Agency acquisition executives.
28.	Eliminate Invoices Combine invoice and acceptance document	Services	The "To-Be" process model incorporates this idea and accommodates processing of acceptance information in WAWF.
29.	Maximize use of standard data formats • Central accessible repository • Standard Organized Electronic Folders (with documents and data)	Spares	The "To-Be" process model utilizes centralized databases and systems for storage, EDI transactions, and accessible data repositories.
30.	Electronic formats for ancillary documents; (Moving BLOBS of data) • Plans • Clarifications	Spares	The "To-Be" process model includes electronic routing of ancillary documents via WAWF, generic workflow tools, or e-mail.

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
	• Correspondence • Reports • Requests		We do not dictate formats for these documents.
31.	Maximize use of Electronic Tools • One time entry for data • Shared Data • Workflow management • Electronic Signature • Internet (www.NECO.navy.mil)	Spares	This is the primary objective of the "To-Be" process model. Our goal is to build an electronic roadmap using electronic tools to flow information throughout the procurement process and incorporate single data entry.
32.	New process recognized by other groups (courts); How should contract documentation be maintained in order to meet the requirements of the legal system?	Spares	The "To-Be" process model does not eliminate the need for legally required contract documentation. However, it assumes that electronic formats will be sufficient. Concepts such as digital signatures, electronic date stamping, guaranteed delivery, etc. must be sorted out. We intend to review the process model with legal offices to ensure adequacy.
33.	Standard, shared, organized electronic folder with all documents and data	Spares	Various systems and databases in the "To-Be" environment will have shared information files. For examples, SPS will house contract files and DCD will house funds status and delivery information. The "To-Be" process model uses a family of interconnected databases and systems to store various documents and data elements.
34.	All coordination of purchases done electronically	IT	The "To-Be" process model includes electronic awards and notifications to all required systems and functional communities.
35.	Global - All processes to be electronic • Minimize manual / oral communication • Procurement Package has electronic notes	IT	The "To-Be" process model automates information transfer throughout the procurement process.
36.	… or bar codes with invoices. Using bar codes and portable devices to aid the receiving process.	IT	The "To-Be" process model requires electronic receiving information for destination

Num- ber	Statement of Improvement Idea	Subgroup	Disposition
			acceptances. Use of bar codes or other automated tools is encouraged (not mandated) to help generate receipts. See Item 63.
37.	Create a Centralized Receiving Report Data Base	IT	This is probably beyond the scope of the "To-Be" process model. However, we will generate shipment notices and track delivery status. Receipts will be needed to authorize acceptance on destination acceptance items (see Item 63). We will maintain a delivery database in DCD.
38.	DFAS accept EFT for refunds	IT	The "To-Be" process model includes this capability; however, we are studying the near-term feasibility of receiving EFT refunds.
39.	Stock Fund - only use IMPAC cards	IT	The "To-Be" process model does not address micropurchases. Requiring IMPAC or other purchase cards for stock funds items is a policy issue to be addressed to Service/Agency acquisition and logistics executives.
40.	Delete requirement for IT / "communications" organizations to approve IT purchases • Raise dollar thresholds	IT	This is another policy issue that is outside the scope of the "To-Be" process model. It should be addressed to the IT community.
41.	Delete the IMPAC card dollar cap	IT	The "To-Be" process model does not map the IMPAC or purchase card process (see Item 39).
42.	Sort IMPAC payments into cost codes	IT	The "To-Be" process model does not map the IMPAC or purchase card process (see Item 39).
43.	Use of an electronic purchase request format for all services (to cover all funding functions) and accommodate MIPR transactions (RO and Funding may not be in the same office)	IT	The "To-Be" process model includes electronic interfaces between requiring, financial management, and accounting systems. We do not dictate standard formats but do utilize standard data elements for DCD.
44.	DFAS would like to see standard receipts/invoice forms via internet capability	Fuels	The "To-Be" process model uses a web-based system (WAWF) to feed

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
			receipts/invoices into DCD.
45.	Six decimals for unit prices	Fuels	This is a planned enhancement for SPS.
46.	Electronic feed of pre-award surveys to DCMC from SPS and return	Fuels	The "To-Be" process model accommodates this capability.
47.	Combine purchase request and funds commitment.	Pre-award	The "To-Be" process model requires a commitment request from the Service/Agency financial management system to change funds status in DCD. The format will depend on the financial management system.
48.	Ability to share data between government and industry (e.g., pull data from shared data warehouse to build invoice)	Pre-award	See Item 10.
49.	DOD needs an overarching systems strategy and integrated schedule for the to-be environment.	Pre-award	The "To-Be" process model is a vision. Implementing system changes and interfaces with an integrated schedule to achieve the "To-Be" vision will be the responsibility of a follow-on implementation team (see DRID #47).
50.	Versions of software within government and between industry and government will be compatible.	Pre-award	The "To-Be" process model makes this assumption.
51.	Need electronic mechanism to capture notes, conversations, etc. throughout to-be process	Pre-award	The "To-Be" process model uses generic workflow tools to route information. Items can be stored in SPS if required for the contract file.
52.	Routing/coordination/approvals will be accomplished electronically.	Pre-award	The "To-Be" process model includes this capability. Reviews and approvals will be processed via generic workflow tool and added to the SPS contract file when required
53.	Systems in the to-be environment will electronically notify/alert participants of actions to be taken; the system will track the status of actions.	Pre-award	Various alerts will be built into the systems used in the "To-Be" environment.
54.	Vendors' responses must include an e-mail address for a POC.	Pre-award	The "To-Be" process model includes electronic vendor responses with e-mail POC

Num- ber	Statement of Improvement Idea	Subgroup	Disposition
			addresses.
55.	DOD provides vendor with bar codes to label delivered items.	Pre-award	See Item 36.
56.	Standardize long line accounting structure within DOD.	Pre-award	The "To-Be" process model does not require standardized line of accounting structure within the Services but does establish a standard line of accounting in DCD. Implementation of the "To-Be" environment may allow use of reference numbers or CLIN/SLIN in lieu of the long line of account. This is an implementation issue that needs to be resolved.
57.	Use the long line of accounting as a key data element throughout the to-be process.	Pre-award	See Item 56.
58.	Use one line of accounting for payment and prompt payment acct interest.	Pre-award	This is another implementation and policy issue. The "To-Be" process model can accommodate establishment of an account for prompt payment account interest along with Service provided payment instructions for use of this account.
59.	Create common link using contract number (for close-out)	Post-award	Data repositories in the "To-Be" environment will be indexed to common data elements (such as contract number).
60.	Create standardized central location for closeout files	Post-award	The "To-Be" process model includes two archives; one for contract files and one for finance and accounting files. These may be stored at the same central location, if appropriate.
61.	Review statutory requirement for type and length of storage (of archived files)	Post-award	Requests for changes to statutory archiving requirements should be addressed to Service/Agency acquisition executives to develop a DoD-level statute.
62.	Automated archiving system (non-proprietary system), that would electronically archive all paper and electronic data files into a common format (MS files, PDF) using CDs as storage.	Post-award	The "To-Be" process model includes an electronic archiving system but does not dictate file formats. Formats should be in

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
			accordance with established policy for archiving and storage of electronic media.

63.	Automated receiving process:
	□ Create common id and trigger to delete contract data in SDW and/or related databases for closed-out contracts.
	□ Web based input for material receipt– applicable for those not directly using the system. Contractors – acceptance request, invoice Receiving Points-Government Offices – inquiry purposes
	□ Web-based standardization to replace dd250's Commercial based receipts
	□ Possible formless/paperless receipt
	□ Automated access to receive
	□ Magstrip card use (fuel, telephone services)
	  – Barcode
	  – Automated
	□ Receiving activity would assist the small business – in the web based dd250 electronic format.
	□ Interface mechanism needed between Data & SPS / SDW
	□ Use of barcodes for shipping/receiving/accepting and inventory mgmt.
	□ Standardize automated transaction (shipping/receiving/accepting) system
	□ Web based simplified receipt process (needs to have infrastructure)
		Post-award	The "To-Be" process model utilizes the Wide Area Workflow to process receipts, deliveries, invoices, DD250s, and acceptance requests. In process status information is available in WAWF. Acceptance information is generated in WAWF and forwarded to DCD to authorize payments. Delivery status (processed requests, acceptance, and shipping notices) is stored in DCD and available on-line in the "To-Be" model. Delivery status is also forwarded to SPS for contract closeout requirements.

64.	Automated past performance process: □ New routing diagram (for performance report card) □ All inputs (PCO's/ACO's/PM/PEO) need POC or author. □ (FOR SERVICES ONLY) COR emails to PM who then reviews, modifies and forwards to contractor; contractor reviews report card, sends back to PM; who routes to PEO for final comments, then routes to the database.	Post-award	The "To-Be" process model incorporates the PPAIS along with appropriate interfaces to incorporate all of the requirements/capabilities listed here except for those with policy implications which have been addressed by the Past Performance IPT.

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
	□ Adopt standard rating system □ Create a web-based process to access current performance on instant contract data (eg. Contactor history) –should be a front-end PPAIS (past performance), or part of SDW □ Create a web-based process to access performance data (e.g., contractor history) that is not part of SPS and can be linked from SPS □ Create a standardized form for performance using one set of data elements □ Use of plus or minus symbols for data elements □ WWW link from SPS to PPAIS and a link from outside to PPAIS; What is PPAIS? SPS will feed and/or populate PPAIS in automated form □ Create a rating system		
65.	Create 4 types of standardized forms across DoD: Financials, Manufacturing Process, Delivery, Post Delivery Performance	Post-award	The "To-Be" process model identifies interface requirements between systems and information flow. Use of standard transaction sets is part of the model, where applicable. The model does not mandate standard forms or formats (text documents for example).
66.	Reduce number of non-standard systems across DoD	Post-award	The "To-Be" process model uses standard data architecture, but does not require standard systems. Systems must receive standard inputs and provide standard outputs for the model to succeed.
67.	Audit report always in MS format.	Post-award	The "To-Be" process model includes electronic transfer of audit reports via e-mail. The model does not dictate formats.
68.	Define the responsibilities (between the Approve Payment process and Update Funds Status process)	R&P	The buying activity or CAO performs the Approve Payment process. An approved payment request and/or acceptance is sent to DCD where the system (or the

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
			payment office) authorizes the issuance of a payment and updates the funds status.
69.	Establish a standard electronic form/document that consolidates vendor generated acceptance request to 4.1 and commercial invoice to 5.3. Modify contractual language to accept this electronic form as a single document for both purposes.	R&P	The "To-Be" process model incorporates Wide Area Workflow to route standardized acceptance information to DCD.
70.	Require electronic submittal of payment requests (EDI/WAWF).	R&P	The "To-Be" process model includes this capability.
71.	Standardize payment instruction	R&P	The "To-Be" process model routes payment instructions to DCD. It does not dictate format; however, we are considering a family of standardized payment instruction formats that can be processed via WAWF.
72.	In the To Be model, financial perspective should be changed to reflect the DFAS processes.	R&P (non-consensus)	DCD is consistent with DFAS financial processes.
73.	Decompose 5.3 to communicate what the financial role is	R&P	The payment/disbursing office makes payments. The financial manager has access to payment information via the status of funds access to DCD.
74.	To-be process model must have consistent level of detail	R&P	We believe the "To-Be" process model is at a consistent level of detail. We have incorporated "systems maps" and subprocess walkthroughs, along with the process model, to provide additional details on the systems in the model, the information and data flow, and the transfer mechanisms to be used to transmit, receive, or access information and data.
75.	Make a decision (regarding signature security)	R&P	The "To-Be" process model is consistent with current security practices regarding information control. We have included recommendations on signature and/or authentication requirements.

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
76.	Define roles and responsibilities (regarding whether or not certifying officers requires active certification of each specific payment...)	R&P	The "To-Be" process model will accommodate certification policy.
77.	Standardize and formalize (replacement funds) through a contract modification process. Relates to process 3.4	R&P	This is another implementation and policy issue. The "To-Be" process model can provide alerts regarding expiring funds. The model can accommodate establishment of an account for replacement funds along with Service provided payment instructions for use of this account. It is envisioned that a contract modification would be required to use replacement funds unless other policies are established.
78.	Truncate the long line of accounting or use a document identifier such as ACRN	R&P	See Item 56.
79.	Automate process for FMS expenditures	R&P	The "To-Be" process model incorporates FMS requirements.
80.	Abolish Army, Navy, Air Force DSSN and consolidate to a DoD DSSN	R&P	This is a policy issue. The "To-Be" process model will support Service or DoD level DSSNs.
81.	Receive project directives electronically	Procurement planning	The "To-Be" process model includes this capability.
82.	Expand access to information contained in SDW for all users	Procurement planning	The "To-Be" process model includes this capability.
83.	Implement one common accounting system across DoD—this will force the standardization of data	Procurement planning	The "To-Be" process model uses DCD as the common DoD accounting system. The DCD will be the database of accounting data that Service/Agency accounting systems will access for data.
84.	Electronically populate required reports/forms (e.g., DD-350/DD-1057)	Procurement planning	The "To-Be" process model includes this capability.
85.	DoD systems must understand the impacts of decisions/actions/designs on each other--coordinate decisions for the good of the overall DoD organization, not just an individual system	Procurement planning	The "To-Be" process model is a framework for system to system communication requirements to ensure interfaces and system impacts are identified.
86.	Validation of certification of funds should be done prior to receiving a PR	Procurement planning	The "To-Be" process model includes proper financial manager

Num- ber	Statement of Improvement Idea	Subgroup	Disposition
			certification of funds.
87.	Embed electronic commerce into SPS	Procurement planning	SPS is EDI/EDA capable.
88.	Pare down list of required data elements for stating a requirement, per the FAR	Procurement planning	The "To-Be" process model identifies information flows for requirements. Service policy and FAR streamlining issues should be addressed to Service/Agency acquisition executives.
89.	Systems should not allow an overcommitment of funds (build in the validation check)	Procurement planning	DCD will not allow "Over obligation" of funds or commitments above available balances.
90.	Build in the validation check for the use of "color of money" per the specifications of the authority/commitment (until the color of money issue goes away)	Procurement planning	The "To-Be" process model incorporates current business rules for this process. Namely, the financial manager will be responsible for validating the appropriate use of funds prior to issuing a request for commitment.
91.	Funds should be stable--once funds have been identified, they should remain unchanged (goes against how some services handle their $$)	Procurement planning	This is a policy issue that should be addressed to Service/Agency acquisition executives and comptrollers.
92.	Make all money "green"...eliminate the coloring of money by service, purpose, etc.	Procurement planning	This is a policy issue that should be addressed to Service/Agency acquisition executives and comptrollers.
93.	Link the following databases: • Dept of Labor – wage determination on line • EEO database • GSA- Debarred list • SBA - Cert. of competency, 8A qualified list? • Dept of Comm- Qualifies list of vendors, CBD (Comm. Business Daily) • Upload SPS synopsis to CBD • Link SPS solicitation to online solicitation • Link past performance databases to SPS	Procurement planning	The "To-Be" process model incorporates electronic information exchange for all of these interfaces.

Num-ber	Statement of Improvement Idea	Subgroup	Disposition
	• Link CCR to SPS (Bidder mailing list)-validate SPS Bidder mailing with CCR certified vendors • Link Emalls with SPS • Drawings (CAD) • Pre- award surveys with DCMC • Audit report from DCAA • Congressional notifications (Awards over $5 million) • Specs		
94.	Eliminate the need to complete any form in SPS for data that already exists in SPS. Build in ability to automatically build these forms.	Procurement planning	There is a current requirement within SPS to provide this capability where cost effective
95.	Develop a centralized source of data based on the nature of the requirement (i.e. finance data should be located in one centralized source for receipt and distribution)	Procurement Planning	The "To-Be" process model uses centralized information repositories with controlled access to allow appropriate information sharing throughout the procurement process.
96.	All appropriated funds designated for a specific program should be distributed/allocated to the specific program.	Procurement Planning	This is a policy issue that should be addressed to Service/Agency acquisition executives and comptrollers.
97.	Change law to allow Government to transfer title to Small Business under SBIR/STTR programs under a certain dollar amount.	S&T	This is a policy issue that should be addressed to Service/Agency acquisition executives.